Strategic Plan Update
January
2015

2012   2013   2014   **2015**   2016   2017   2018
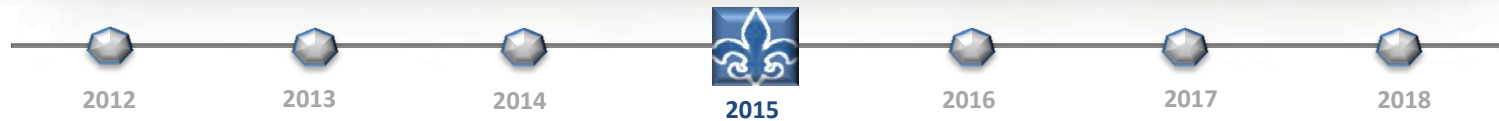
Department of Human Resources

Our Mission is to support the goals and challenges of Louisville Metro Government by providing services that promote a work environment that is characterized by fair treatment of staff, open communications, safety, personal accountability, trust and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of the organization.

Mayor Greg Fischer

Message from the Mayor...

Mayor Greg Fischer

Dear citizens:

As we enter the third year of our strategic plan, citizens can see considerable progress toward our five objectives and 21 goals. From increasing the number of services available online to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. The Six-Year Strategic Plan is a roadmap for getting us there -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead. We have achieved our goal to plant 10,000 trees but have committed to continuing our green and sustainability efforts in working to reduce our carbon footprint. We have also adopted a goal to foster a culture of life-long learning, creativity and innovation to ensure all of our citizens have opportunities to succeed.

When viewing the strategic plan, take a look using the three lenses through which we view our work here in Metro Government:
- *Daily work* -- the day-to-day items that keep city government running efficiently and effectively;
- *Continuous Improvement* -- improving on that daily work;
- *Innovation and Breakthrough* -- creating and implementing those big ideas that propel us forward as a government and as a city.

I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

I welcome your feedback. My contact information is below, please to let us know your overall thoughts and which goals you feel strongly about so we can continue to work together to make Louisville a great place.

Thank you for allowing me to serve as your Mayor.

(502) 574-2003 •   527 W. Jefferson Street   •   4th Floor   •   Louisville, KY 40202

CONTENTS

Enterprise Planning Governance

Our Scope of Reference

Progress and Performance

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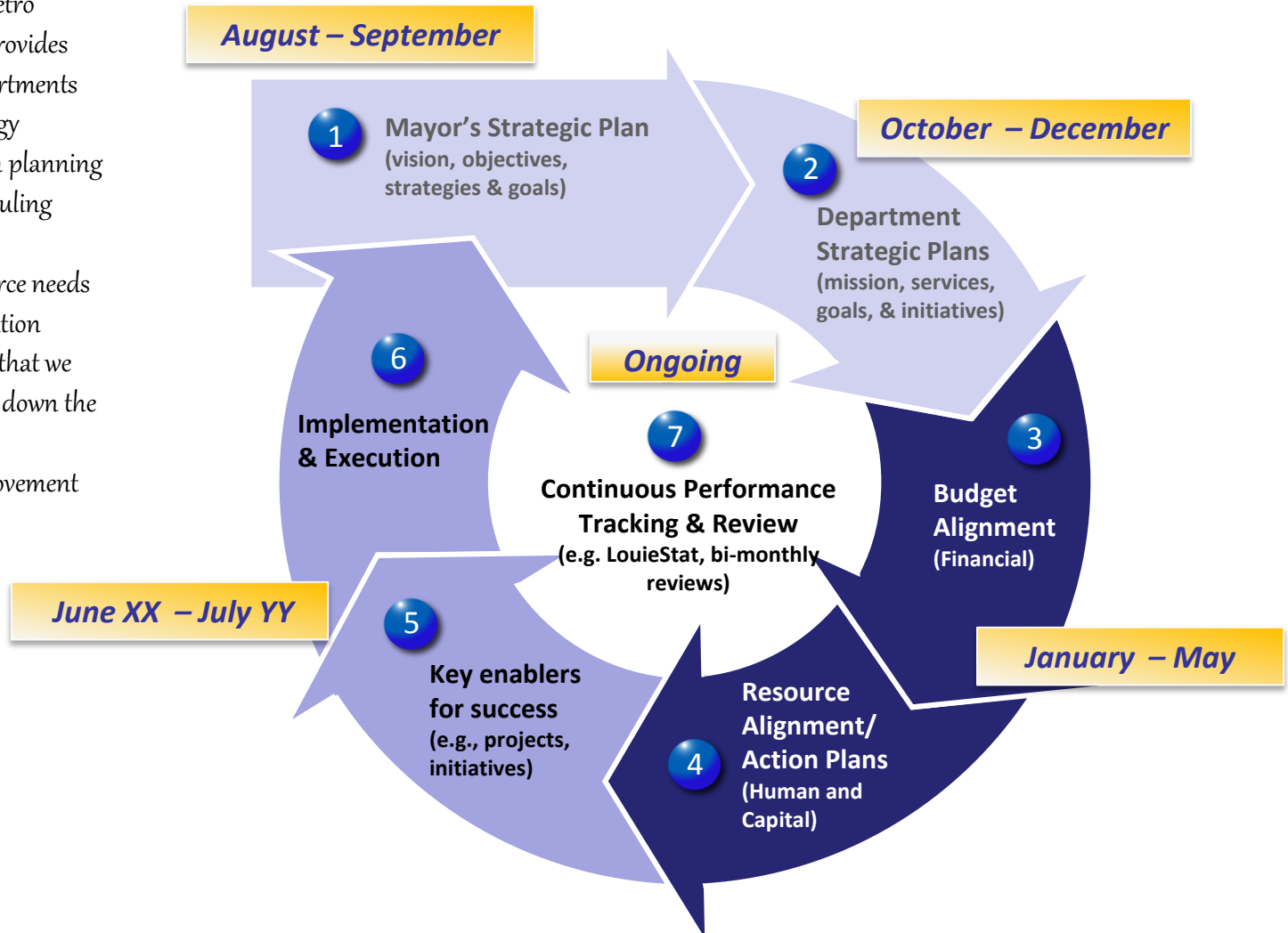
ENTERPRISE GOVERNANCE DOCUMENTS

- METRO PLANNING CYCLE

- METRO PLANNING CALENDAR

2015

Louisville Metro Planning Cycle

The Louisville Metro Planning Cycle provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates. It ensures that we continue to move down the road of the city's continuous improvement journey.

2015

August – September

1 Mayor's Strategic Plan
(vision, objectives, strategies & goals)

October – December

2 Department Strategic Plans
(mission, services, goals, & initiatives)

Ongoing

6 Implementation & Execution

7 Continuous Performance Tracking & Review
(e.g. LouieStat, bi-monthly reviews)

3 Budget Alignment
(Financial)

January – May

June XX – July YY

5 Key enablers for success
(e.g., projects, initiatives)

4 Resource Alignment/ Action Plans
(Human and Capital)

Louisville Metro Planning Calendar

The Louisville Metro Planning Calendar provides a monthly reference point for tracking planning deliverables throughout the year. It also affords Metro leadership both an enterprise and departmental overview of strategic planning responsibilities and reporting milestones.

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	**Start of New Fiscal Year**						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment (Progress toward goals) — Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with Departments			Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1			
					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Legend: Mayor's Office | Departments | Mayor's Office & Dept. Directors

2015

OUR SCOPE OF REFERENCE

- Our Purpose and Vision

- The City's Five Strategic Objectives

- Reflections from Chief Reno-Weber

- Department Strategic Objectives

2015

Our Purpose and Vision...

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

"Louisville is a city of lifelong learning and great jobs, wellness, and compassion"

Mayor Greg Fischer

The City's 5 Strategic Objectives: 6-Year Plan

1. Deliver Excellent City Services

We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.

2. Solve Systemic Budget Issues

We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.

3. Take Job Creation To The Next Level

We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths– lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.

4. Invest In Our People And Neighborhoods

We will build on Louisville's unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.

5. Create Plans For A Vibrant Future

We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.

2015

These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve. ✓

9

Reflections from the Chief...
Performance & Technology

Theresa Reno-Weber

2014 was a pivotal year for Louisville Metro Government (LMG) and the Office of Performance Improvement (OPI) in its quest to empower *every employee as an agent of change capable of using data and best-in-class management practices to create the best city government possible.* Continually improving, LMG made several changes and forged new strategic partnerships to better serve both the citizens of Louisville Metro and the employees within Metro Government.

First and foremost, we aligned three departments under the Chief of Performance & Technology: Human Resources, the Office of Performance Improvement and Metro Technology Services. In effect, this shift has placed management of the people, processes, and technology required to help improve LMG under one "umbrella".

To accelerate our progress and success in embedding the systems, capabilities and culture required to continually innovate and improve we applied for and received two national fellowships. The first was with Citi Foundation/Living Cities City Accelerator, a $3 million program to help nine cities pilot leading innovations in local government. Louisville was one of three cities chosen for the inaugural 18-month cohort and is exploring innovations in fire service delivery and community services for our lowest income residents. The second was the Moneyball for Local Government fellowship funded by Results for America.

We were one of 11 cities chosen to participate in a rigorous 18-month initiative designed to help develop and operate the internal infrastructure necessary to consistently use data, evidence and evaluation to improve outcomes.

Building on our success in partnering with private organizations like Humana, we received pro bono consulting and project support from Toyota's Service Support Center (TSSC). With their help we significantly overhauled Metro's Fleet Truck Shop and improved repair cycle time by 75%!

In addition, we successfully pitched Governing magazine on an idea to convene a national Summit on Government Performance & Innovation here in Louisville in February 2015 to spotlight all the great work we've done as a city and bring national expertise to Louisville to celebrate and inspire our employees. This will be the first convening of its kind and we are thrilled to help drive the national dialogue in this area.

With the momentum of 2014 and the support of our strategic partnerships, I am excited about the year ahead and ever grateful for the opportunity to support Louisville Metro Government. I look forward to reporting in the future on the impact these changes and new partnerships combined with the growing engagement and skill of our employees will have on our community.

10

The Department's Strategic Objectives

The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years.

	Title	Description
1.	**Provide the highest caliber job applicants**	Supply all Louisville Metro Government departments with the highest caliber of job applicants through a streamlined, efficient and transparent recruitment and selection process, while adhering fully to all Civil Service procedures.
2.	**Provide the best benefits**	Provide all Louisville Metro Government employees with the best benefits currently available to enhance their life and workplace, while maintaining the strictest standards of economy and fiscal responsibility.
3.	**Offer effective training**	Offer Metro employees the training required to allow them to perform their work to the highest standards while providing opportunities for career advancement. Ensure that all federally mandated government employment programs are administered fairly and efficiently.
4.	**Maintain positive union relations**	Maintain positive, professional relations with all unions and collective bargaining entities representing Metro employees
5.	**Promote safety**	Ensure that the spaces in which Metro employees work are secure and safe environments.
6.	**Provide easy access to information**	Provide easy, reliable access to information regarding benefits, opportunities and news related to Metro employment.

2015

Progress and Performance

- Maturing: A Journey of Change

- The Department's Progress Report

- Key Performance Indicators (KPIs)

- Accomplished Goals Report

- Strategic Planning Terms
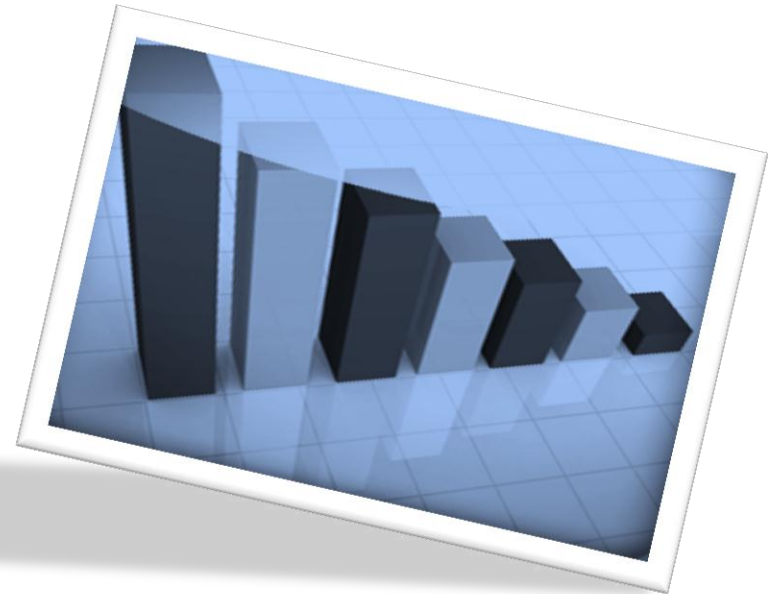
Maturing : A Journey Of Change

Wow, it's been an amazing year!

I can hardly believe that it's only been three years since Louisville Metro's Strategic Planning process became an enterprise-wide reality-- taking our city's governance process to an unparalleled position amongst our peer cities.

Over the past three years we have collaboratively planned and executed on our strategic plans; including both citizens and community stakeholders in the planning process. In 2012, we took community feedback, along with our internal benchmarking research, and created the inaugural version of the City's 6-year strategic plan. That same year, each of our departments in turn aligned their work against the City's plan and created their own 6-year strategic plans. It was Metro's first attempt at developing both a comprehensive and inclusive roadmap for the City's future. We published those plans in January 2013. During 2013, as with any pursuit toward excellence, we challenged ourselves to implement *authentic* change---the kind of change that is proactive, far-reaching, influential and enduring. We took time to become "enterprise aware"; we standardize our planning cycle, benchmarked strategic planning methodologies, initiated a quality assessment of our data and data sources and started evaluating our performance management capabilities. This past year, we've been more engaged and diligent than ever: thinking critically about how to truly capitalize upon the invaluable experience, knowledge and skill sets of our Community Partners; while conducting sober assessments about how to improve upon last year's progress. In fact, our planning theme for 2014 was *"Let's GO to the Next Level!"*

In 2014, we consciously took aggressive steps to improve the overall quality of the City's strategic planning work. First, we responded by enhancing our technology based tracking and recording process to not only accurately and confidently provide real-time strategic plan updates, on both our progress and performance, but to do so for any team member, at any time and across the entire enterprise. Second, we trained and certified 20 of our Strategic Planning Liaisons (SPLs) on

the Balanced Scorecard Institute's methodology for establishing an integrated strategic planning and management system. The Mayor's executive team viewed this training as a critical step in the evolution of our enterprise capacity building effort. We now have department based resources that are not only prepared to manage their department's strategic planning work and coordinate that work with OPI; but are capable of being deployed as *Enterprise* strategic planning assets ---focused on cross-functional strategic planning projects and enterprise level initiatives, both internally and externally. Third, we established a weekly *Strategic Monitoring & Diagnosis Forum*; consisting of an executive level cross-functional team – including the Mayor! The team was tasked with applying their respective subject matter expertise to rigorously evaluating plan progress, problem solving for resource allocation misalignment and recommending resolutions for Risk. In doing so, they provided our departmental leadership with a comprehensive performance evaluation of plan progress from an enterprise perspective. Finally, we took a *Collective Impact* perspective regarding collaborative engagement. We invited engagement at every tier —whether Citizen, Community Partner, City-Enterprise, Department or Team—and revisited our planning process and plan collectively. We re-evaluated our strategic purpose: amending language and clarifying intent; reassessed how we measured success: refining our ideas about outcomes versus outputs; and co-created across-the-board resolutions: resolving systemic issues and mitigating the various risks we encountered respectively. Collectively, the City engaged continuous improvement. The progress report that follows covers strategic efforts from January 1, 2012 to December 31, 2014; and stands as the department's historical record of our City's respective and collective *Journey of Change*.

Strategery!

DeVon M. Hankins
Deputy Director of Strategic Planning

Status Legend				
Health		**Progress**		**Reported in LouieStat**
Not Started: Not started but is expected to start on time		25% - some action steps, required for the initiative, are completed		✔ yes
Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date		50% - about half the action steps, required for the initiative, are completed		✖ no
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Accomplished: Is completed				

Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
1. Leverage PeopleSoft and SharePoint : Leverage PeopleSoft and SharePoint by making at least 4 new services available in PeopleSoft and developing at least 2 new online forms in SharePoint and making all union contracts available in SharePoint by FY15.			Self-Regulated Educational Tracking System	Project	✖	1. a. Maximize utilization of SharePoint to provide more online services internally and externally.: Implement HR Leave Request Form / Create and Maintain Union Contracts / Create Editable Performance Appraisal Form	Complete		
						1. b. Create Safety and Labor websites through the MyMetro by FY15: Metro wants to increase it's safety awareness by providing informative discussion topics, access to training catalog, access to regulations and access to forms in one easy location for Metro Employees to review and seek safety awareness information.	Current website for safety has some safety toolbox topics, links to safety information, and some emergency evacuation information. / Additional toolboxes have been added, safety training catalog has been added, and it is promoted in SEAD training as well as in IA-1 in PeopleSoft rollout training.		
						1. c. Help launch and implement a new policy management system throughout Metro Government by FY15: Help launch and implement a new policy management system throughout Metro Government by FY15	Complete		
						1. d. Implement new job posting system (NeoGOV) to improve the efficiency of filling positions by FY16: Use Neogov to post positions, take applications, screen candidates, communicate with candidates, and record statuses. Also use they system's online requisition feature. This initiative will facilitate the hiring process, reduce the hard copy paperwork involved, and help reduce hiring cycle time. All functions decribed above are included in the annual cost of the software.	Neogov "went live" on 12/31/12, and is used to post jobs, take applications, and communicate with applicants. Planning has begun for the use of electronic requisitions.		
						1. e. Develop a self-regulated educational tracking system in PeopleSoft by FY15: Develop a self-regulated educational tracking system in PeopleSoft by FY15	Module in PeopleSoft has been activated by MTS. Metro-wide email sent to all employees.		

Self-Regulated Educational Tracking System

1% 2% 1%

96%

- A= NOT INDICATED
- C=HIGH SCHOOL GRADUATE OR EQUIVALENT
- D=SOME COLLEGE
- E=TECHNICAL SCHOOL
- F=2 YEAR COLLEGE DEGREE
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1. Leverage PeopleSoft and SharePoint : Leverage PeopleSoft and SharePoint by making at least 4 new services available in PeopleSoft and developing at least 2 new online forms in SharePoint and making all union contracts available in SharePoint by FY15.						1. f. Leverage PeopleSoft Enterprise Solutions to provide more online services.: Use PeopleSoft as the primary repository for Louisville Metro Government's Human Capital management. Maintain Organizational Stucture ("Reports To") Supervisor Level Tracking Discipline & Grievance actions Health & Safety Reporting & Tracking (First Report of Injury) FMLA Reporting & Tracking Seasonal Employee Tracking Appointed Employee Tracking	Build Organization Structure utilizing "Reports To" and Supervisor Level" function. Implement Health & Safety Report of Injury. Implement Discipline and Grievance Module. Track Seasonal Employees. Track Appointed employees. Update FMLA Request Process.		
						1. g. Update Family and Medical Leave Act (FMLA) Request Process in PeopleSoft: Update Family and Medical Leave Act (FMLA) Request Process in PeopleSoft	Complete		
4. Support 55,000 Degrees: Support the 55,000 Degrees program throughout Metro Government by launching a Metro Scholarship program to provide funds to assist up to 17 employees with 12 credit hours or fewer left to finish their degrees by August 2015.			This chart represents the percent participation for each course & percentage to total participants in all series courses.	Project	✖	4. a. Partnering with Degrees at Work: Partnering with Degrees at Work, launch the Metro Scholarship program, monitor progress of participants and provide encouragement to finish degrees.	Awarded 4 of 17 scholarships in the fall. Are repeating the program now in hopes of awarding remaining 13 schoalrships		
						4. b. Join GLI Degrees @ Work program, sponsored by Lumina, to receive college coaching support for Metro employees: Work closely with Degrees at Work and communicate to employees the many resources available through them in planning for and attaining a college degree.	There are 1,582 Metro employees registered with Degrees at Work and receiving their bi-monthly newsletter. Their database indicates that 331 Metro employees are now enrolled in college courses. Degrees @ Work has assisted/coahced 95 Metro employees.		
						4. c. Target survey respondents who indicate they want to learn more about going to college with Lunch & Learn events offering information on such topics as financial aid: Work with Degrees at Work to communicate directly to the 600 employees who indicated in the Education Survey that they wanted more information. Make a direct appeal to them about quarterly Education Events.	Sent email to those indicating interest regarding available resources at Degrees @ Work and invitations to Metro education events.		
						4. d. Provide Tuition Assistance program (at least $300,000) to offer support to approximately 150 employees a year: Assist Sherri Toohey-Taylor in administering the Tuition Assistance program.	To date in FY15, 94 employees have applied for Tuition Assistance. So far $44,208.63 has been reimbursed, with the rest of the funds awaiting the employees' proof of completion.		

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- 75% - most action steps, required for the initiative, are completed
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- ✔ yes
- ✘ no
- ● not applicable

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4. Support 55,000 Degrees: Support the 55,000 Degrees program throughout Metro Government by launching a Metro Scholarship program to provide funds to assist up to 17 employees with 12 credit hours or fewer left to finish their degrees by August 2015.		(green)				4. e. Make the Education Status information on PeopleSoft editable by employees. Send them reminders to update their status when the graduate.: This initiative is being proposed in an effort to more efficiently track how many employees are earning their degrees.	This initiative is being proposed in an effort to more efficiently track how many employees are earning their degrees.		(blue)
						4. f. Establish and promote an Adult Education corner of MyMetro, with current information from all major universities by 12/31/14.: With the assistance of Degrees @ Work, maintain contact with all major universities to offer the latest infroamtion to our employees in one centralized, easily accessed and prominent location on MyMetro.	Currently includes programmatic information from 7 insitutions, including U of L, Spalding and Sullivan. Also includes a section on Degrees @ Work and Tuition Assistance.		(green)
5. Decrease the Hiring Cycle: In support of the Metro goal of reducing overtime, identify, pursue, and hire candidates for Metro Government in a timely manner by decreasing the hiring cycle time to an average of 65 days by FY16.				Process	✔	5. a. Post positions externally, but with notation on the posting stating that internal candidates will be considered first.: Post positions externally, but with notation on the posting stating that internal candidates will be considered first.	The HR department currently makes it the standard practice to post positions in this manner.		(green)
						5. b. Develop recruiting strategies to identify and pursue diverse, quality candidates.: Develop recruiting strategies to identify and pursue diverse, quality candidates.	Efforts have been made to match intern candidates with Metro agencies pertaining to their area of interest. The budget has been increased; new recruiting brochures have been designed and other items need to be chosen. Attendance at job fairs has been increased by roughly 50%. An exit interview has been prepared for implementation.		(green)
6. Increase diversity and inclusion in Louisville Metro Government's procurement process and Metro Boards: Establish goals that will increase diversity and inclusion in Louisville Metro Government's Boards.				Project	✘	Analyze expenditure patterns and obtain lists of MFHBEs.: We are analyzing Louisville Metro Government's expenditure patterns, and obtaining lists of available certified and self-proclaimed MFHBEs in our community, to determine where business opportunities can be improved.	It is reported that 70% of the vendors Louisville Metro Government does business with, have not been coded as MFHBE (or Non-MFHBE) in our financial system. To resolve this issue, we are working with OMB to finalize the link between our financial system and the new Contract Compliance and Certification System to consolidate MFHBE data found in each system thereby increasing the number of coded vendors in both systems and allowing the creation of a report with data necessary to complete this analysis.		(green)

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7. Engage employees in wellness issues: Engage employees in wellness issues and provide on-site resources for making health choices by FY16.			These figures are being compiled by Concentra, the manager of the Metro Employee Wellness Center.	Process	✖	7. a. On-site wellness clinic and pharmacy: Create an employer on-site wellness clinic and pharmacy in conjunction with a wellness program and other tools to enhance the quality of life of all Metro employees	Wellness Center is up an running. The Wellness Center Staff has been attending department staff meeting to encourage them to come to the Wellness Center as one of the benefits as an Metro employee.		
						7. b. Provide incentives through transparency tool to promote health care consumerism: Provide incentives through transparency tool to promote health care consumerism	Employees are encouraged to use Compass Choice Rewards as their doctor recommends a medical procedure or test.		
						7. c. Implement wellness initiatives that include tobacco user surcharge, promoting healthy lifestyles, changing of unhealthy behaviors, disease prevention, nutrition & exercise: Implement wellness initiatives that include tobacco user surcharge, promoting healthy lifestyles, changing of unhealthy behaviors, disease prevention, nutrition & exercise	As of 7/1/ 2014, a tobacco sub charge was implemented. We are also partnering with the Department of Public Health and Wellness to assist with efforts to stop tobacco use.		
8. Assess current and new training initiatives: Assess current and new training initiatives for utilization of the most effective delivery medium (live, DMS, webinar) by FY16.			Reduce number of employees not trained to apply continuous improvement to daily work on a regular basis. KPI not currently established	Process	✖	8. a. Provide annual training on the hiring process: Ensure that hiring managers throughout Metro Government are trained annually on each step of the hiring process using PowerDMS. This will facilitate the hiring process overall.	The training program was finalized and made available to 520 Metro managers on 11/19/13. As of November 2014, 225 have successfully completed the training.		
						8. b. Have available current departmental FMLA training: Enterprise-wide FMLA Training for Senior Leadership, HR and Payroll Reps: Overview of Regulations & Roll-out of process improvements. Departmental-specific training focusing on procedures and communication. HR Rep Forums held quarterly for open discussion of questions and challenges.	Dept. training is available. FMLA Forums for HR Reps concluded, 4 forums held in CY14.		
						8. c. Assist on an ongoing basis with CBA training: Assist on an ongoing basis with CBA training	We are currently waiting for sufficient resources to be allotted to this initiative to begin work.		
						8. d. New employee onboarding: Development of new employee onboarding experience which incorporates training on continuous improvement techniques and strategies	Development of new employee on boarding experience which incorporates training on continuous improvement techniques and strategies; proposal to be presented in 12-11-13 HR LouieStat Forum with updates to follow.		

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8. Assess current and new training initiatives: Assess current and new training initiatives for utilization of the most effective delivery medium (live, DMS, webinar) by FY16.		(green)				8. e. Develop leadership series on soft skill topics for both current leadership and employees seeking career and professional development.: Training offerings on soft skill topics such as coaching, feedback, listening and communication, delegation, motivation, and more. Designed as refresher for SEAD graduates, learning opportunity for those seeking career development and/or preparation for promotion; learning resource for management team members with opportunity for performance improvement.	In progress		(green)
9. Create a top-quality, diverse workforce: Promote a culture of diversity in Metro Government by identifying, pursuing and hiring minorities and women in accordance with EEO guidelines.		(yellow)	Leadership Ethnicity — 2%, 26%, 72%, White, Black, Hispanic, Asian, American Indian	Process	✘	9. a. Establish goals in workforce that increase representation of minorities and women at various positions within departments and across Metro annually: Establish goals in workforce that increase representation of minorities and women at various positions within departments and across Metro annually	Goals have been developed for approval.		(dark blue)
						9. b. Minority and Women Hiring : Establish an on going process with hiring managers to interview within the current workforce and current talent management plan, thus ensuring a minimum number of minorities and/or women are hired for positions, in particular for EEO codes with under-utilization	This initiative is dependent on approval of the goals for the representation of minorities and women.		(yellow)
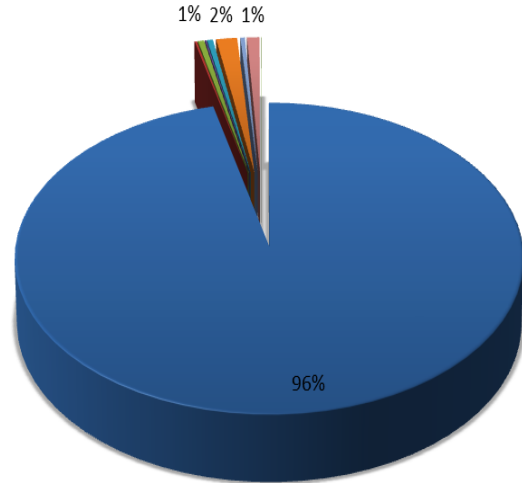
18

Self-Regulated Educational Tracking System

1% 2% 1%

96%

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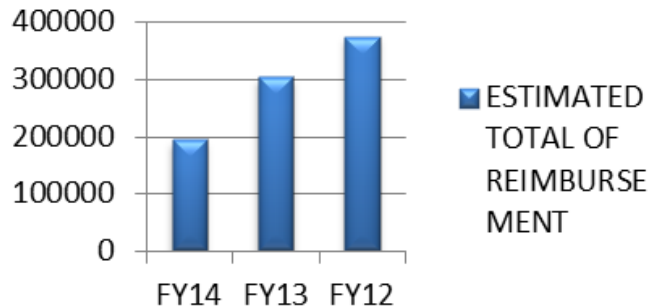
Baseline: 2% Usage
Target: 100% Usage
Current: 4% Usage
Source(s): PeopleSoft Self-Service

REIMBURSEMENT

Chart values: FY14 ≈ 200000, FY13 ≈ 300000, FY12 ≈ 375000 — ESTIMATED TOTAL OF REIMBURSEMENT

Tuition Reimbursement

Baseline: $200,000
Target: $300,000
Current: $ 44,208.63
Source(s): Tuition reimbursement log

Degree Earned

Baseline: 33
Target: 55,000 (total)
Current: 129
Source(s): PeopleSoft and Tuition reimbursement log

Chart: 2012 — Associates 11, Bachelors 23; 2013 — Associates 11, Bachelors 26

DRAFT

20
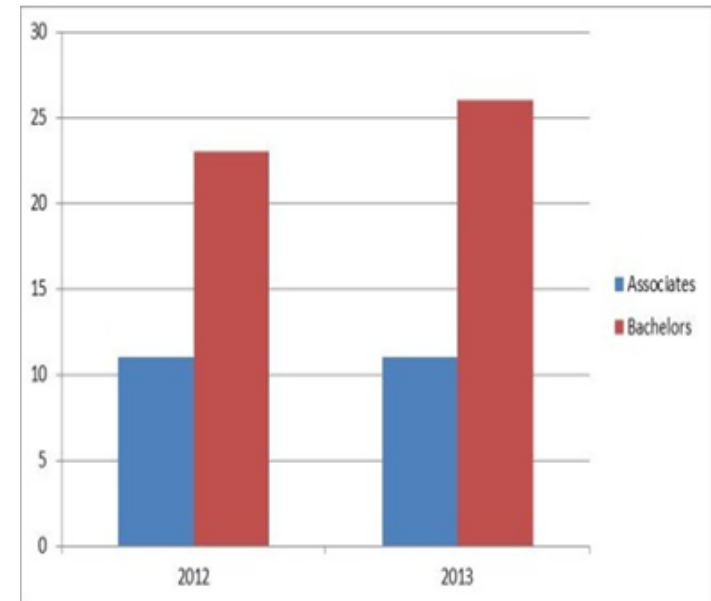
Average Turnaround Times
(Average time reported in days)

- Average Turnaround Days (11 - 12): 51
- Average Turnaround Days (12 - 13): 45
- Average Turnaround Days (13 - 14): 46
- Average Turnaround Days (14 - 15): 44
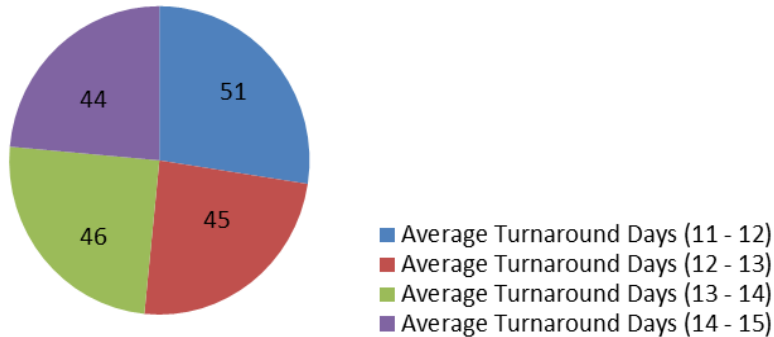
Hiring Cycle Turnaround Times

Baseline: 51 Days
Target: 65 Days
Current: 44 Days
Source(s): Requisition Log

Metro Board Members

Baseline: Male 61.3 % Female 38.7 %
African American and other 21.3 %
Caucasian 78.7 %

Target: Male 52% Female 48%
African American and other 21%
Caucasian 78%

Current: Male 61.3 % Female 38.7 %
African American and other 21.3 %
Caucasian 78.7 %

Source(s):Census data and Board membership

Metro Board Members

Leadership Ethnicity

- White
- Black
- Hispanic
- Asian
- American Indian
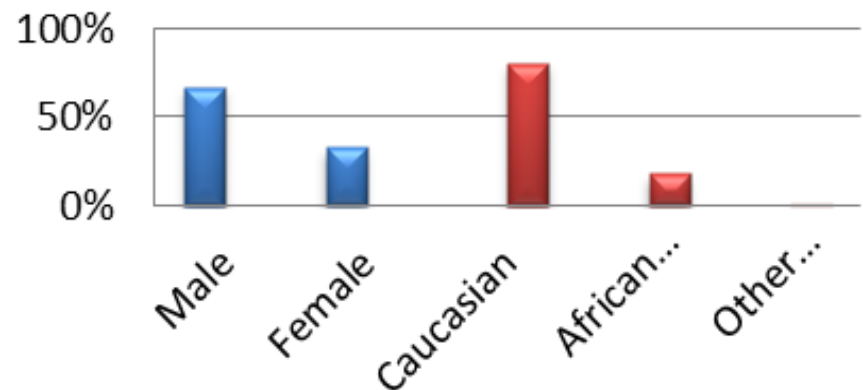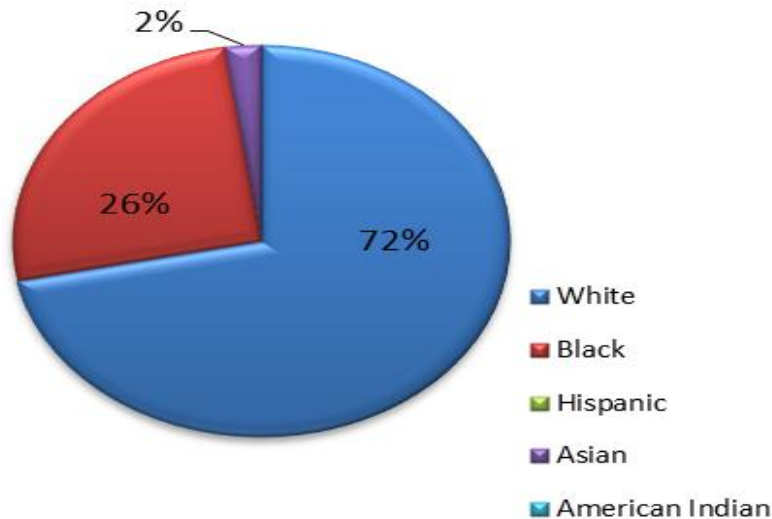
Metro Leadership Ethnicity

Baseline: 23% Black; 3% Asian; 74% White
Target: Diversification amongst all races with representation percentages determined by Louisville Metro's Metropolitan Statistical Area (MSA)
Current: 26% Black; 2% Asian; 74% White
Source(s): EEOC Reporting

Status Legend

Health				Progress			Reported in LouieStat	
	Not Started: Not started but is expected to start on time				25%	- some action steps, required for the initiative, are completed	✔	yes
	Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50%	- about half the action steps, required for the initiative, are completed	✖	no
	Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date				75%	- most action steps, required for the initiative, are completed	●	not applicable
	On-track: In progress, on schedule, and expected to be completed on time				100%	- all action steps, required for the initiative, are completed		
	Accomplished: Is completed							

Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
2. Reduce health care costs: Reduce employee health care costs paid by Metro Government by 15% by FY15				Process	✖	2. a. Finalize the FOP CBA health plans's structures to include increased participation in non-FOP plans: Finalize the FOP CBA health plans's structures to include increased participation in non-FOP plans	The health insurance benefit plans available to all Metro Government employees (the "Metro Plans') are the benefit plans, and only benefit plans available to FOP Members hired on or after July 1, 2013. Members hired on or after July 1, 2013 will pay the same premiums available to all other Metro Government employees.		
						2. b. Begin an employer sponsored health reimbursement account to promote plan migration: Begin an employer sponsored health reimbursement account to promote plan migration	Employees who enroll in Managed Choice or Balanced Choice plans are automatically enrolled in Health Reimbursement Account (HRA).		
3. Promote career advancement: Support career development activities of Louisville Metro Government employees by providing four new training initiatives applicable enterprise-wide by CY15.				Project	✖	Design a series of certification classes for employees wishing to exercise best practices in customer service by FY14: Customer service series of 3 workshops designed to highlight best practices in cusomer service; open to all employees. Certificates available upon request.	Customer service series of 3 workshops designed to highlight best practices in customer service.		
10. Support the Ohio River Bridges Project: Support the Ohio River Bridges Project by facilitating delivery of workforce readiness training for contractors and site workers.				Project	✖	Facilitate delivery of workforce readiness training for contractors and site workers.: KYTC has developed the Bridges to Opportunities (B2O) workforce training and readiness program for minorities and women in partnership with Kentucky State University for the Ohio River Bridges Project. Metro's HR Director chairs a local advisory group. The B2O Project Team meets monthly to monitor the progress of the outreach to participants, participants training, and job goals.	This is a state guided initiative. Metro has limited impact because we only serve in an advisory role.		

Strategic Planning Terms...

Enterprise: Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

SMART: Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

SMART Goal: A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

Initiative: Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

Initiative Progress: Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

Action Steps "Tasks": These are the discrete steps that it will take to accomplish an initiative; they are analogous to the items that would be on a "to do list".

Key Performance Indicator (KPI): It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI's should be validated by their *Source* and chosen method of analysis and calculation.

Benchmark: The agreed upon value or measure recognized by industry participants as being the "best practice" in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

Baseline: A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

Source: The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

Target Start Date: This is the date that the goal or initiative is "planned" or intended to be started.

Actual Start Date: This is the date that the goal or initiative is actually started.

Target End Date: This is the date that the goal or initiative is "planned" or intended to be completed.

Actual End Date: This is the date that the goal or initiative is actually completed.

2015

Strategic Planning Terms...

Health: Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are purple, red, yellow, green and blue.

Not Started: Goal/Initiative is not started but is expected to start on time.

Off Track: Goal/Initiative is not started and is overdue or goal/Initiative is in progress, but behind schedule and has an issue that will affect completion.

Slightly Off-Track: Goal/Initiative is in progress, but behind schedule and has an issue that may affect completion date.

On-Track: Goal/Initiative is in progress, on schedule, and expected to be completed on time.

Accomplished:
Goal/Initiative is completed.

Progress (% Complete): An approximate percentage of completion for a given Initiative.

25% - some action steps, required for the initiative, are completed

50% - about half the action steps, required for the initiative, are completed

75% - most action steps, required for the initiative, are completed

100% - all action steps, required for the initiative, are completed

Progress Report: report on progress for current and active goals/initiatives.

Change Report: catalogs changes to a department's strategic plan as it relates to amended goal and/or initiative language.

Transfers & Deletions Report: contains a list of the goal and/or initiatives that have been removed from a strategic plan due to changes in a department's current programmatic, operational, or fiscal state or transferred due to reorganization of a department's structure.

Accomplished Goals Report: contains a list of all the goals that have been accomplished by the department during the timeframe of the strategic plan.

2015

Contact Us

Notes:

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2015

"My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work..."

Mayor Greg Fischer

Our Journey of Change...

2015